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MOSANADA
FACILITIES MANAGEMENT SERVICES

Mosanada Facilities Management Services (Q.P.S.C.)

H1-2026 Investor Presentation

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H1'26 operational and financial highlights

Mosanada's total comprehensive income reached QAR 20.3 million, supported by a 6.1% year-on-year increase in revenue to QAR 77.6 million

H1'26 Financial Highlights

77.6m H1'26 Revenue (QAR)	**73.1m** H1'25 Revenue (QAR)
24.5m H1'26 Gross profit (QAR)	**22.6m** H1'25 Gross profit (QAR)
20.3m H1'26 Total comprehensive income (QAR)	**20.2m** H1'25 Total comprehensive income (QAR)
26.2% H1'26 Margin (% of revenue)	**27.6%** H1'25 Margin (% of revenue)

Business at a glance

1. **Founded in 2013**, Mosanada is a leading Qatari Specialised Facilities Management services provider offering comprehensive solutions
2. Primarily serving as a **Facilities Management Agent (FMA)** within Qatar's sports sector, with ongoing expansion into diverse industries including urban development and oil & gas
3. **Efficient management agency model** backed by unique experience and qualifications to create long-term value for clients
4. Established with a strong reputation as a managing agent consultancy in Qatar, with an **asset-light business model**, **debt-free and limited capital requirements**
5. Strong financial performance with **high profits** and a **track record of attractive dividend distributions**
6. Strong support from **premium founding shareholders**, who hold **government / semi-government status**

Key operational developments

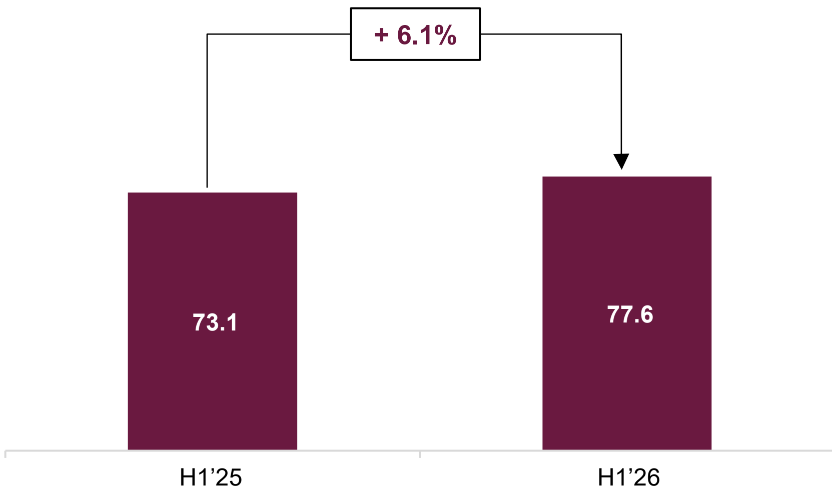
- Awarded the QatarEnergy Headquarters facilities management contract through a joint venture.
- Awarded a new three-year government facilities management contract.
- The two contract awards further reinforce Mosanada's position as a leading provider of integrated facilities management services in Qatar and reinforcing its capabilities in serving leading institutional clients.

Source: Condensed interim financial statements H1'26

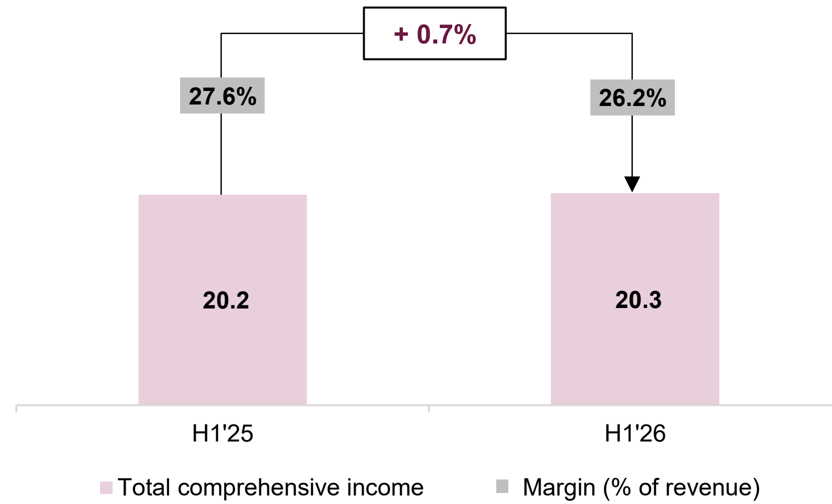
Financial performance highlights

Mosanada recorded revenue of QAR 77.6 million and total comprehensive income of QAR 20.3 million in H1’26, with a total comprehensive income margin of 26.2%

Revenue (QARm)



Total comprehensive income (QARm)



- Revenue increased by 6.1% year-on-year to QAR 77.6m in H1’26, driven by existing and newly awarded contracts.
- Manpower secondment services grew from QAR 10.3m in H1’25 to QAR 13.5m in H1’26, while the contribution from facility management services increased from QAR 62.8m in H1’25 to QAR 64.1m in H1’26.

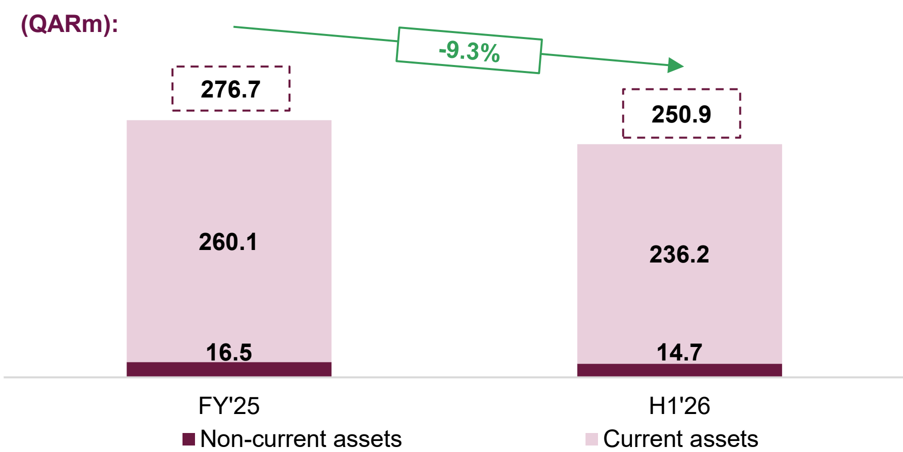
- Total comprehensive income was QAR 20.3m in H1 2026, broadly in line with QAR 20.2m in H1 2025 (+0.7%).
- Higher gross profit and higher finance income were partially offset by higher other operating expenses relating to regional expansion and a loss from joint ventures associated with a contract nearing completion.
- The margin on revenue eased to 26.2% compared to 27.6% in H1 2025, as revenue grew faster than comprehensive income.

Source: Condensed interim financial statements H1’26

Strong balance sheet backed by debt free capital structure

Asset light business model with limited capital requirements and strong cash position

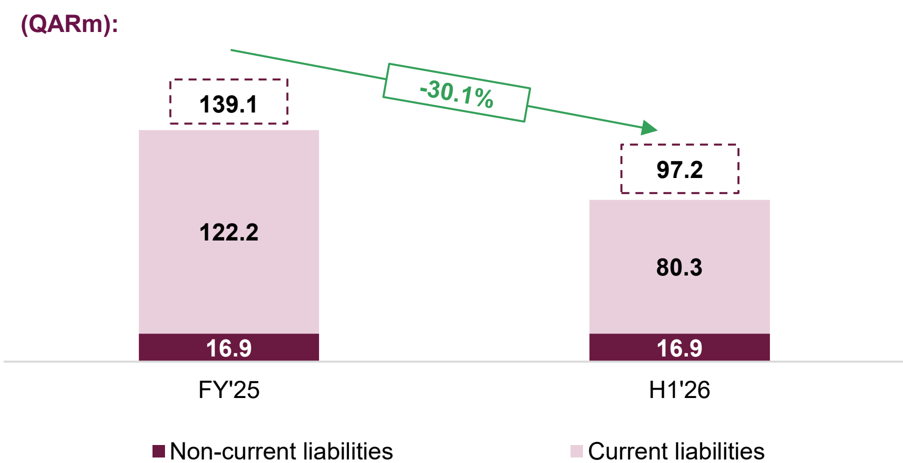
Total Assets: Asset light operations with minimal capex – Despite QAR 45.5m dividend distribution, total assets only declined by QAR 25.8m



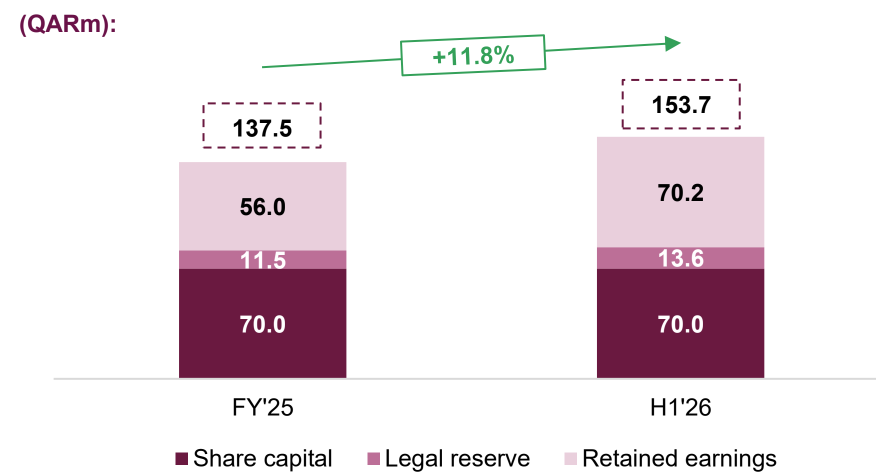
Key movements in current assets (H1 2026):

- Dividend distribution of QAR 45.5m to shareholders – QAR 0.65 per share
- Operating cash flow of QAR 39.6m, supporting a resilient cash balance
- Trade and other receivables declined from QAR 59.3m to QAR 46.2m

Total Liabilities: Debt-free capital structure



Shareholders' Equity: Well capitalised and equity funded



Source: Condensed interim financial statements H1'26

Appendix

Key investment highlights of Mosanada

Elevating premier venues through strategic expertise and innovative facility management solutions

- Leading provider of strategic and integrated Facilities Management, delivering project management, agency, consulting, and end-to-end FM solutions
- Specialised expertise in Sports Facility Management, demonstrated through the successful delivery of mega and international events
- Focused on serving as a FM Consultant, supporting Qatar's sports sector and expanding into diverse sectors including defense, events, culture, healthcare, urban development and general operations
- Proven delivery and expertise on landmark projects including, FIFA 2022 World Cup, AFC 2023, EXPO 2023 and Formula 1 alongside comprehensive projects and events management services
- Strong senior leadership and market reputation enabling a robust and diversified project pipeline
- Recognised managing agent and integrated FM services provider for both sports and non-sports clients
- Expanded service portfolio over the past decade to provide end-to-end events management, consultancy, training and development, sustainability and safety services on top of our FMA services to our clientele base
- Experienced leadership team and highly specialised workforce, enabling operational excellence, portfolio diversification, and sustainable growth, supported by advanced CAFM systems
- Listed on Qatar Stock Exchange on 15 December 2025, marking a new phase of growth, transparency and governance

Mosanada's Board of Directors

Abdulaziz Al Mahmoud
Chairman

Distinguished background in venues and events management, sports, facility management, construction, and IT. Holds several key positions, including, Director General of all Sports Venues in Qatar, Deputy President for Aspire Projects and Chair of the AZF General Tender Committee

Khalid Al Mohannadi
Vice Chairman

A senior government official at the Amiri Diwan, bringing 18 years of expertise in IT, planning, engineering, operations, and public relations. Khalid previously held positions at QOC and Qatar General Electricity & Water

Hamad Al Muhannadi
Board Member

Director of Support Services at the QOC & member of the Organizing Committee for Hosting International and Regional Sporting Events. Over 16 years of experience in project management, developing many sports clubs and cultural and social centers

Ghanim Al Kubaisi
Board Member

Chief Financial Officer of Aspire Logistics since 2017. Specialised expertise in accounting, budgeting and contract administration. Previously held multiple positions in RasGas where business strategy was translated into results

Sheikh Faleh Al-Thani
Board Member

Administrative Researcher at the Amiri Diwan since 2019, with experience in governance, sports, and national projects. Serves as a board member of KAS Eupen, oversees a Spanish club as a part of AZF's European club operations. Contributed to Qatar's WC 2022 and AFC Asian Cup 2023 preparations

Nathaniel Robinson
Board Member

Chief Investment & Strategy Officer at Cushman & Wakefield, overseeing corporate strategy, investment management, M&A, and technology innovation. Previously, he worked at Virgo Capital, Morgan Stanley, and is a co-founder and former chairman of PhillyCarShare, now part of Enterprise Holdings

Abdullrahman Almalki
Board Member

Assistant Undersecretary for Sports Affairs at the MSY. Previously, he served as Director of Facilities & Projects Department at the MSY. Over 22 years of experience in the planning, design, construction, and facility management of major infrastructure and sports facilities

Executive management team

Highly experienced executive management team, having worked within the industry for decades, with a strong track record in the Middle East

Ahmed Hadid
Chief Executive Officer

- Chief Executive Officer since February 2026 and previously served as Chief Financial Officer between June 2024 – February 2026
- 17+ years of experience in corporate & operational finance, with a proven track record in restructuring, strategy, & transactions, driving operational efficiency & creating long-term shareholder value. Previously held CFO & Corporate Finance Director roles at a leading regional group and was part of Deloitte's financial advisory team
- Holds an MA in Finance and Investment from the University of Nottingham and a BA in Financial Economics from the Hashemite University in Jordan

Paul Douglas Fleet
Chief Financial Officer

- Chief Financial Officer since February 2026
- 17+ years of experience in senior finance and executive leadership across facilities management, industrial, and professional services sectors. Previously served as Group Finance Director and CEO at Thermatic Limited and held senior finance roles at BWA Water Additives. Earlier career spent in audit and advisory at Deloitte
- Fellow of the Institute of Chartered Accountants in England and Wales. Holds a First Class Honours degree in Mathematics from the University of Liverpool

Martin Campbell
Senior Director

- Senior Director since 2014 – responsible for all strategic and business development and compliance functions
- 30+ years in the FM space, with experience as an Account Manager for 3 major passenger airports and as a Consultant for FM providers in UK and overseas
- MBA from Strathclyde Business School, Chartered Construction Manager, and Certified Member of the Institute of Workplace and Facilities Management

Mahesh Saidapet
Sport FM Operations Director

- Sport FM Operations Director since October 2024
- 31+ years of experience, including in Facilities Management within the semiconductor industry, as a lecturer in Electrical Engineering at Singapore's Institute of Technical Education, and at UGL Services in Qatar
- Masters in Engineering Management, Electrical and Electronics Engineering degree, and Certified Member of the Institute of Workplace and Facilities Management

Income Statement

H1’26 revenue of QAR 77.6 million, with total comprehensive income of QAR 20.3 million

QARm	H1’26	H1’25	% Growth
Revenue	**77.6**	**73.1**	**6.1%**
Cost of revenues	(53.1)	(50.5)	5.2%
Gross Profit	**24.5**	**22.6**	**8.1%**
Share of loss result in joint ventures	(0.8)	0.0	n.m.
Finance income, net	2.0	1.9	8.7%
General and administrative expenses	(4.3)	(4.3)	(0.4%)
Other operating expenses	(1.1)	-	n.m.
Total comprehensive income for the period	**20.3**	**20.2**	**0.7%**
Basic and diluted earnings per share*	0.29	0.39	(25.6%)

*This marks the Company’s first half year financial results following its listing on 15 December 2025. Accordingly, earnings per share (EPS) for the current and prior periods are presented for comparative purposes only and should not be considered a key performance indicator.

Source: Condensed interim financial statements H1’26

MOSANADA FACILITIES MANAGEMENT SERVICES

Balance Sheet

Strong asset base, equity funded operations, no bank debt & limited capital requirements

(QARm)	H1'26	FY'25	% Growth
Property and equipment	0.7	0.5	39.6%
Intangible assets	1.9	1.9	(1.1%)
Right-of-use assets	3.2	5.0	(35.8%)
Investments in joint ventures	8.9	9.1	(2.4%)
Total non-current assets	**14.7**	**16.5**	**(11.2%)**
Trade and other receivables	46.2	59.3	(22.1%)
Due from related parties	10.2	14.0	(27.2%)
Cash and cash equivalents	179.8	186.8	(3.7%)
Total current assets	**236.2**	**260.1**	**(9.2%)**
Total assets	**250.9**	**276.7**	**(9.3%)**

(QARm)	H1'26	FY'25	% Growth
Share capital	70.0	70.0	0.0%
Legal reserve	13.6	11.5	17.7%
Retained earnings	70.2	56.0	25.2%
Total equity	**153.7**	**137.5**	**11.8%**
Employees' end of service benefits	15.7	15.4	2.1%
Lease liabilities	1.2	1.5	(17.2%)
Total non-current liabilities	**16.9**	**16.9**	**0.3%**
Lease liabilities	2.1	3.7	(42.2%)
Trade and other payables	10.7	52.2	(79.5%)
Due to a related party	67.4	66.4	1.5%
Total current liabilities	**80.3**	**122.2**	**(34.3%)**
Total liabilities	**97.2**	**139.1**	**(30.1%)**
Total liabilities and equity	**250.9**	**276.7**	**(9.3%)**

Note: H1'26 relates to the period ended 30 June 2026 and FY'25 relates to the period ended 31 December 2025
Source: Condensed interim financial statements H1'26

Cash Flow Statement

Strong cash position with cash and cash equivalents for the period amounting to QAR 179.8 million

QARm	H1'26	H1'25	% Growth
Profit for the period	**20.3**	**20.2**	**0.7%**
Depreciation of property and equipment	0.2	0.3	(31.1%)
Gain from sale of property and equipment	-	(0.0)	n.m.
Amortization of intangible assets	0.4	0.3	26.9%
Depreciation of right-of-use assets	1.8	1.7	4.2%
Share in loss (of profit) result of JVs	0.8	(0.0)	n.m.
Profit income from Mudarabah investment	(2.2)	(2.1)	3.8%
Finance expense on lease liabilities	0.1	0.2	(39.9%)
Provision for EoSB	1.4	1.6	(12.0%)
Operating profit before working capital changes	**22.9**	**22.3**	**2.8%**
Working capital changes:			
Due from related parties	3.8	(3.8)	n.m.
Due to related parties	1.0	-	100%
Trade and other receivables	13.1	(3.8)	n.m.
Trade and other payables	(0.1)	(3.3)	(96.3%)
Cash generated from operating activities	**40.7**	**11.3**	**259.2%**
Employees' EoSB paid	(1.1)	(1.4)	(22.4%)
Net cash from operating activities	**39.6**	**9.9**	**298.8%**

QARm	H1'26	H1'25	% Growth
Additions of property and equipment	(0.4)	(0.1)	644.9%
Proceeds from disposal of property and equipment	0.0	0.0	(71.4%)
Additions to intangible assets	(0.4)	(0.7)	(43.2%)
Net movement of working capital of joint venture	(0.5)	(0.1)	646.0%
Finance income received	2.2	2.1	3.8%
Net cash from investing activities	**0.8**	**1.2**	**(32.6%)**
Repayments of lease liabilities including finance expense	(1.9)	(1.8)	4.6%
Dividends paid	(45.5)	-	n.m.
Net cash used in a financing activity	**(47.4)**	**(1.8)**	**2,465.9%**
Net (decrease) / increase in cash and cash equivalents	(7.0)	9.3	n.m.
Cash and cash equivalents as at beginning of the period	186.8	94.9	96.9%
Cash and cash equivalents for the period	**179.8**	**104.2**	**72.6%**

Note: H1'26 relates to the period ended 30 June 2026 and H1'25 relates to the period ended 30 June 2025
Source: Condensed interim financial statements H1'26

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